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Office Memorandum • UNITED STATES GOVERNMENT

TO : Director of Training

DATE: 22 November 1960

FROM : PC/TR

SUBJECT: IG Survey: Reactions of OS

1. I realize that you probably will not be called upon to defend the validity of training as discussed in para. 3 of the reply to the DDS by OS, dated 24 October 1960. But I have certainly been in a position in the field to study and to test the validity of your operational instruction, and I can attest that the validity of your instruction is very high, indeed.

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2. During my last assignment I was responsible for operations run out of the [REDACTED] and, from time to time, in every country in Western Europe. In order to prevent blowbacks detrimental to the United States I made a detailed study of the clandestine communications being practiced by our case officers. As you know, the doctrine you are teaching concerning clandestine communications is the result of years and years of study of our own operations, [REDACTED] as well as those of the RU and KGB. Your doctrine concerning clandestine communications has not only been forged out of an analytical study, but out of the valuable testimony of literally thousands of returning case officers of the DD/P. In addition to those sources for your instruction, your doctrine is also based upon frequent trips made to [REDACTED] successful and senior case officers who came down to the staff. There is no doubt that the doctrine was as well conceived as it possibly could be. How was it executed in the field?

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3. My study of the operations of the forty or fifty case officers under my supervision was done this way: I listed each case officer according to the number of years he had consecutively been on duty overseas and listed beside his name the courses he had taken and the time when he had taken those courses. I found that the sloppiest, the most dangerous operations were being conducted by those officers who had been overseas for the longest period of time, and that the cleanest operations were being conducted by those case officers who had most recently been exposed to operational training at [REDACTED]. The sad equation emerged: The more recently a man had been in training, the better operations he was conducting; the longer he had been in the field and the longer he had been away from training, the sloppier his operations became! It is a terrible fact to record that the longer a case officer is in the field and the longer he has failed to take operational instruction, the more risks, and very stupid risks at that, he takes. If OS desires to have validity-of-operational instruction studies made, I can save it a lot of trouble; I have already made them.

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4. I could go on and on into proof of the validity of your operational instruction, but I do not see the point in doing so. I can give you the most vehement confirmation of the validity of the operational security principles you have been teaching. You can look at every aspect of operations, including the realization of security implications of hiring agents who have been improperly selected and tested, and everywhere the conclusion will be the same: your operational instruction is VALID.

5. I have never before encountered a questioning by any ~~operational~~ in the Agency of the validity of your operational instruction. Indeed, I have read hundreds and hundreds of student critiques saying, "Why did I not have this instruction earlier--how fewer mistakes I would have made!" It is because of the fact that the validity of your instruction has been proven over and over again that the IG Survey assumes without question that more training is required. Goodness knows that at this late date the supreme question of the hour is not the validity of your instruction. The supreme question of the hour is, why is it not better supported by managers and consumers?

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Program Coordinator